



**K & N**  
**Management**  
**The Love of Excellence**

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**A Case Study in Organizational Excellence**

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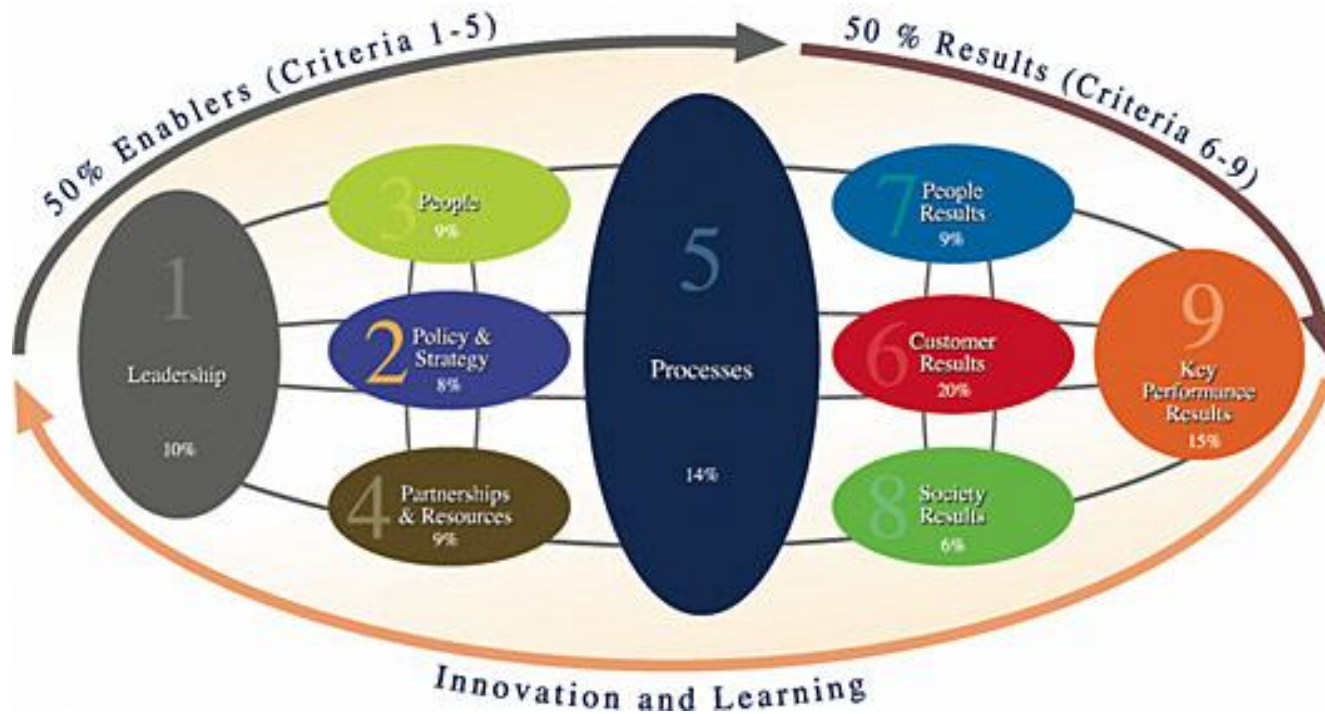








# EFQM/Dubai Excellence Model





# Dubai Quality Award Winners

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- ❑ Dubai Airport Free Zone
- ❑ Dubai Healthcare City
- ❑ Wild Wadi Water Park
- ❑ Jumeirah Beach Hotel
- ❑ Dubai Cable Company
- ❑ Cold Stone Creamery
- ❑ Associated Construction and Investments LLC
- ❑ Acer Computers Middle East
- ❑ Al Khaleej Sugar
- ❑ ADGAS
- ❑ Union National Bank
- ❑ A College From Higher Education
- ❑ Xerox Emirates





# Objectives

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- Quality is Organizational Excellence!
- Case Study: K&N Management
- Integrating a QMS in Your Organization

How can organizational  
excellence be accomplished?

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MSys + MStr + QMS = OE

# QMS

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**The traditional definition of product quality  
is not applicable in today's competitive  
global society.**

# Quality = Organizational Excellence

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Accomplished by knowing and understanding  
your employees and your customers.

# K & N Management

Co-owners: Ken Schiller and Brian Nolen

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Quality is everything!



# Vision:

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**“To become World Famous By Delighting  
One Guest at a Time”**

# Core Values:

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**“Excellence/Quality/Integrity/Relationships”**

# Mission:

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**“To Guarantee Every Guest is Delighted  
Because of Me”**



# Key Business Drivers

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**“Food Quality/Speed of  
Service/Cleanliness/Texas  
Hospitality/Accuracy/People/Value”**

# Video

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Note: These are no actors in this video.

The participants are all employees of K&N.



# K & N Today

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- ❑ Owners dedicated to excellence – 10 year journey!
- ❑ 500 team members
- ❑ More than \$3.5 million single unit sales
- ❑ Focus on quality
- ❑ Community impact



# Focus on Quality

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- Benchmarking
- Internal inspections
- iPad surveys
- Mystery shoppers
- Game films and replays
- Employee training
- “Manager on the Line”



# Community Impact

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- Give back to the community through volunteerism
- Goal of 1,000 hours in 2010 was doubled!



# Additional Awards

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- ❑ 2010 Malcolm Baldrige National Quality Award
- ❑ Texas Award for Performance Excellence
- ❑ Austin-American Statesmen “Best Places to Work”
- ❑ Health inspection scores 95 of a possible 100

# **Your personal journey to OE. Where to begin?**

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Problem or Opportunity?

Organizational Assessment

# How can organizational excellence be accomplished?

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**MSys + MStr + QMS = OE**



# Common Management Systems

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- MRP (ERP)
- JIT (Kanban)
- Theory-of Constraints (Drum-Buffer-Rope)
- Hybrid Systems

# Organizational Structures

- Concepts:
  - Unity of command
  - Line and staff authority
  - Span of control

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- How work activities are organized:
  - What product or service is being provided
  - How customers are being served
  - What geographic area is covered
  - What is the product/service to customer process flow



# Quality Management Systems

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- SPC
- TQM
- Balanced Scorecard
- Quality Circles
- ISO
- Baldrige Model
- Lean
- Six Sigma

	MRP/ERP	JIT/Kanban	TOC	Hybrid
SPC	High	High	High	High
TQM	Mod	Mod	Mod	Mod
Quality Circles	Low	High	Mod	Mod
ISO	High	Low	Low	Mod
Baldrige	High	Mod	Mod	High
Lean	Low	High	High	High
Six Sigma	Mod	Mod	High	High



# In Summary

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- ❑ Multiple QMS's exist
- ❑ Quality is about Organizational Excellence
- ❑ There are many success stories of organizations that embrace Quality theories
- ❑ Employees are important to achieving organizational excellence
- ❑ Giving back to the community is important

# Customer Delight!

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**Most important aspect of  
Organizational Excellence.**

Thank you for allowing me to  
share this case study of success  
with you.

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**A special thanks to K & N for providing me  
the video and information about their  
World-Class Organization.**